

**2014 - 2019 Local Strategic Plan**

Northwest Tennessee Workforce Board

Local Workforce Investment Area 12

**Open for Public Comment March 17, 2014 – April 18, 2014**

**Submit Comments or Questions to:**

Northwest Tennessee Workforce Board

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## **Preface: Organizational Profile**

*Describe the American Job Center Network and implementing service integration and functional management within your local workforce investment area. This is to include: a description of the functional management structure and an explanation on how the service integration will occur in each Center; an explanation of anticipated increase/improvement in the quality of the serve and a description of how it will be measured; a description of functional areas; a description of tools and technology that will be used to expand service delivery to increase efficiency and expand the customer pool; a list of skill assessment tools to be used.*

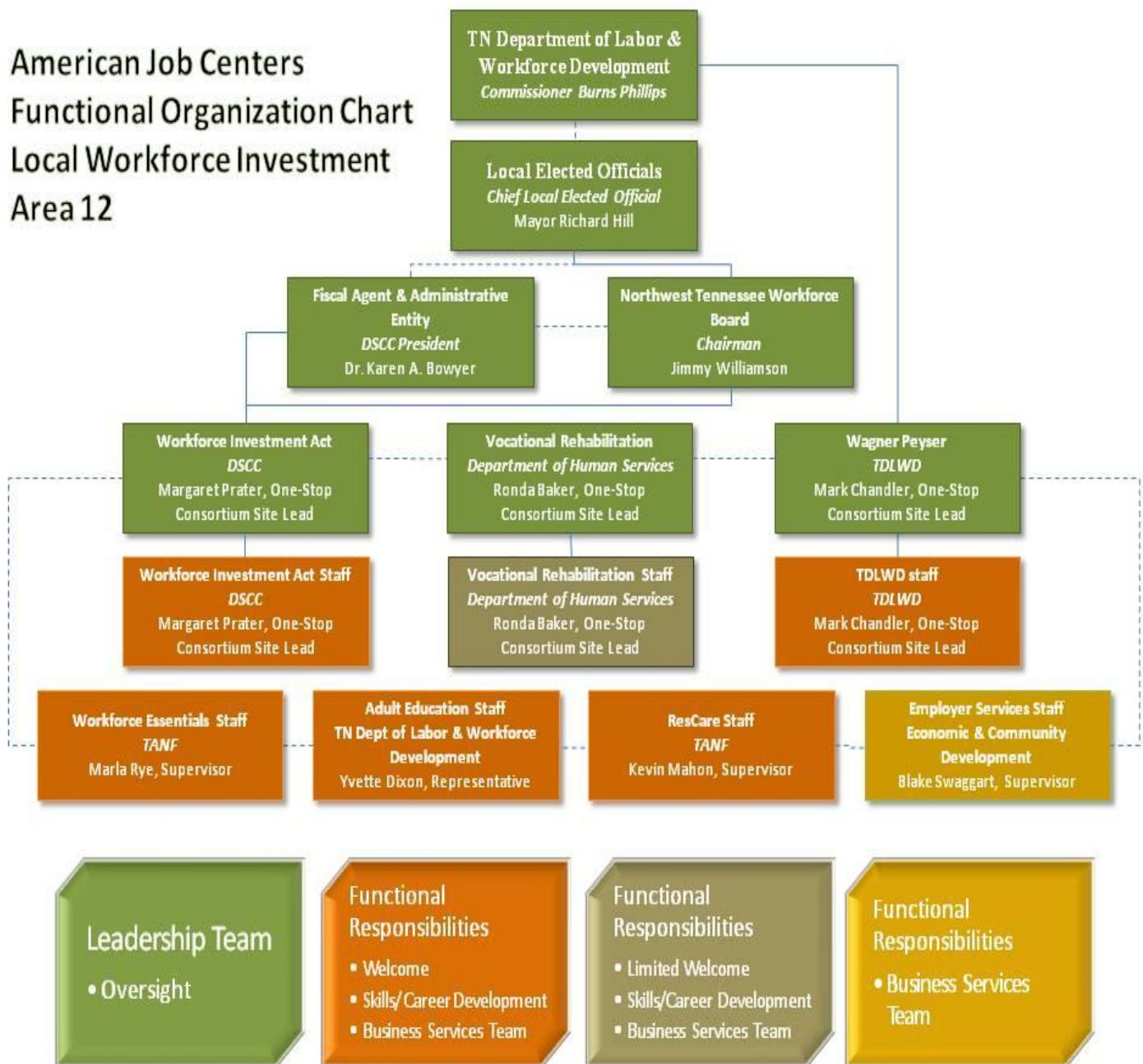
Local Workforce Investment Area 12 (LWIA 12) is comprised of eleven counties in Northwest Tennessee: Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Lauderdale, Obion, Tipton and Weakley. Each of the counties are aligned directly with the Governor's Economic and Community Development Jobs Base Camps priorities embodied in the Jobs4TN Plan. The American Job Center Network in these eleven counties is managed by a Partner Consortium of One-Stop Operators as designated by Sec. 121 of the Workforce Investment Act of 1998. The Northwest Tennessee Workforce Board (NWTNWB), LWIA 12's designated Local Workforce Investment Board, in consultation with the Lead Chief Elected Official is responsible for the oversight and selection of the Operator of the local Workforce System. The NWTNWB has designated a Partner Consortium to ensure seamless service delivery to job seekers, workers and employers within each American Job Center to act as the Workforce Systems Operators. In Tennessee per Workforce Services Policy #8, the Partner Consortium must be made up of three partner agencies including a WIA Adult and Dislocated Worker service provider, a Wagner-Peyser agency, and a third partner chosen by the LWIB. The three partners are the NWTNWB, the Tennessee Department of Labor and Workforce Development (TDLWD), and Vocational Rehabilitation (VR). Additional partners may be added as deemed necessary by the Lead Chief Elected Official and the NWTNWB.

The NWTNWB staff members are employees of Dyersburg State Community College (DSCC), which was selected as Administrative Entity/Fiscal Agent for the WIA grant funds by a Consortium of Chief Elected Officials (CEO). The CEO Consortium petitions the Governor each program year for a waiver enabling DSCC to act in the dual role of training provider and Administrative Entity/Fiscal Agent. DSCC employees are accountable to the policies and procedures of the Tennessee Board of Regents. TDLWD and Voc Rehab employees are employed by the State of Tennessee and accountable to its rules and regulations. All employees of the Partner Consortium adhere to federal and state regulations regarding Title VI of the Civil Rights Act, Equal Employment Opportunity Act, Americans with Disabilities Act, OSHA/TOSHA, Sunshine and Conflict of Interest Provisions.

The Partner Consortium is governed by the NWTNWB, which is comprised of a majority (at least 51%) private business leadership from the eleven-county service area. Business representation consists of business owners, chief executives, operating officers, and other business executives with optimum policymaking and hiring authority. Additionally, the NWTNWB is mandated through WIA Sec. 117 and Workforce Services Policy #6 regarding

Local Governance to maintain representation of labor organizations, educational entities, community based organizations, economic development agencies and career center partners. The local NWTNWB is responsible to the State Workforce Development Board for adhering to State and Federal Workforce Investment Act policies. The State Workforce Development Board ensures alignment between Tennessee's workforce investment system, national strategic objectives and the Governor's Goals and Objectives for Jobs and Economic Development, Education and Workforce Development, and Conservative Fiscal Leadership.

## American Job Centers Functional Organization Chart Local Workforce Investment Area 12



***Describe how the federal brand of American Job Center Network will be incorporated into the branding, acknowledging compliance with the requirements of Policy #7 Service Integration.***

Branded locally as Tennessee Career Centers-American Job Centers, there are two Comprehensive Career Centers and nine Affiliate sites in LWIA 12. All marketing material used in the Tennessee Career Centers include the federal brand of American Job Center Network and has been incorporated into all flyers, brochures and outreach materials in accordance with the requirements of Workforce Services Division Policy #7 Service Integration. Currently, seven of the eleven American Job Center locations have building signage reflecting the federal branding, with plans to upgrade the remaining sites as funds become available.

***A list of the locations and of the American Job Center Network in LWIA 12 is provided.***

**LWIA 12 Tennessee Career Centers / American Job Center Network**

**Dyer County**

*Comprehensive Center*  
439 McGaughey Street  
Dyersburg, TN 38024  
(731) 286-8300

**Gibson County**

Affiliate Site  
1593 Coleman Drive  
Humboldt, TN 38343  
(731) 784-5221

**Obion County**

Affiliate Site  
204 South 2nd Street  
Union City, TN 38261  
(731) 884-3868

**Carroll County**

*Comprehensive Center*  
470 Mustang Drive  
Huntingdon, TN 38344  
(731) 986-8217

**Henry County**

Affiliate Site  
55 Jones Bend Road, Ext.  
Paris, TN 38242  
(731) 641-1020

**Tipton County**

Affiliate Site  
877-C Hwy 51 N.  
Covington, TN 38019  
(901) 476-5570

**Benton County**

Affiliate Site  
60 North Church Avenue  
Camden, TN 38320  
(731) 584-1711

**Lake County**

Affiliate Site  
217 Church Street  
Tiptonville, TN 38079  
(731) 253-8171

**Weakley County**

Affiliate Site  
135 South Poplar Street, Ste B  
Dresden, TN 38225  
(731) 364-0100

**Crockett County**

Affiliate Site  
331 South Bells Street  
Alamo, TN 38001  
(731) 696-2530

**Lauderdale County**

Affiliate Site  
301-C Lake Drive  
Ripley, TN 38063  
(731) 221-1012

The general functions of the Workforce System Operators shall be to provide oversight for the operation of the Comprehensive Career Center and support to Affiliate sites. These functions may include but not be limited to: designating Site Leads to oversee the seamless service delivery design of the American Job Centers in LWIA 12 to include a Welcome Function, Skills/Career Development Function and a Business Services Team; recommending the annual budget of all Career Centers and the respective contributions of each member of the Career Center; developing service provision standards for member agencies; ensuring cross training of

Partner staff; developing a menu of services for job seekers and employers in the Career Centers to ensure maximum integration of services and coordination of referrals between partners. Services provided in the American Job Centers will be organized to ensure job seekers, incumbent workers and youth are positioned to meet Tennessee employer needs. The Comprehensive Centers in Dyersburg and Huntingdon will strive to increase efficiency and maximize customer service opportunities by creating a functionally aligned and seamless Workforce System as outlined in Workforce Services Policy #7 regarding Service Integration.

Functional alignment is both an opportunity and a tool to effectively organize staff and facilities in a manner that streamlines customer service delivery, capitalizes on the strengths of staff and/or technology to deliver services, leverages resources, and reduces duplication. In order for the American Job Center delivery system to succeed, services must be integrated and delivered according to customer need not specifically program focus. This will be facilitated by the creation of a American Job Center chartering process and policy by the TDLWD. The chartering policy will be adopted by the State Workforce Development Board to be the foundation for aligning all workforce system policies and procedures. The chartering policy will require partner alignment of job seeker and business services – essentially a seamless service-delivery system that reduces customer confusion and establishes a functional approach to helping business find workers and workers find employment. It will also specify minimum standards for the service menu and customer service to be met and a branding requirement that demonstrates a statewide workforce system. Until this chartering policy is created, LWIA 12 has entered into Memorandums of Understanding (MOU) with the Workforce System Operators and Career Center Partners to carry out the Service Integration Policy. The MOU establishes a cooperative and mutually beneficial relationship among the parties, ensures that all customers are referred to unique services and provides for a referral process between agencies.

Referrals between the Workforce System operators and partners will occur routinely by personal reference, telephone, electronic communication/technology and/or through resource materials made available in each Career Center location. The use of email, social media and other technologies such as Skype to convey information to Partner staff and customers will enhance the service delivery and increase Center efficiency, thus potentially expanding the customer pool. LWIA 12 currently utilizes a check-in system that facilitates evaluation of service needs and initial assessment while tracking the number of customers seen and the type of services rendered. This system will be reviewed for efficiency, potentially becoming totally electronic. The check-in system ties to an easy to use customer service survey created on Survey Monkey and allows the Workforce System Operators to measure the quantity of services delivered, the quality of experience and determines necessary adjustments needed to maximize service delivery. An enhanced check-in system will further refine data collection for use in Strategic Planning.

## **I. Leadership**

***Reference 661.350 (9) A identification of the fiscal agent, or entity responsible for the disbursement of grant funds.***

Per 661.350 (9) the Consortium of Chief Elected Officials selected Dyersburg State Community College (DSCC) as Administrative Entity/Fiscal Agent for the WIA grant funds. For the past thirty (30) years, DSCC has served in this capacity for federal workforce programs. DSCC is a member institution of the Tennessee Board of Regents (TBR) and adheres to all policies and

procedures regarding disbursement of funds. Due to DSCC being primarily a training provider, the CEO Consortium petitions the Governor each program year for a waiver enabling DSCC to act in the dual role of training provider and Administrative Entity/Fiscal Agent.

*a. How do your senior leaders lead? How does the local workforce investment board (LWIB), county mayors, administrative entity and partner leadership set your workforce systems vision and values, to include the Governor's goals and objectives outlined in the State Integrated Plan? (The Governor's Goals & Objectives will be provided in the "Governor's Vision" Section of the State Plan modification which will be posted for public comment on January 31, 2014). How do senior leaders deploy the vision and values through your leadership system, to the workforce, to key partners and to customers?*

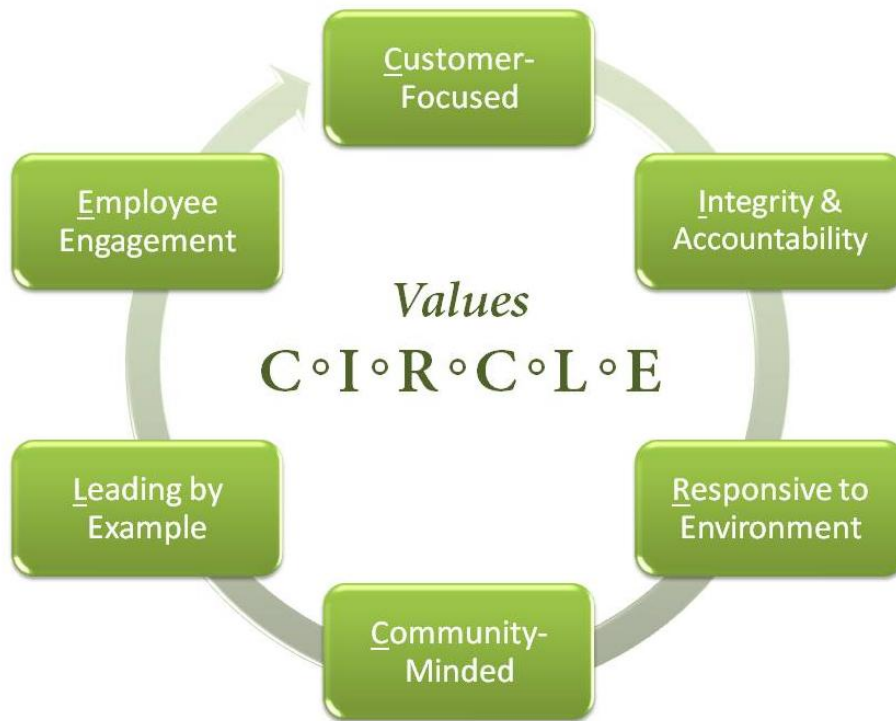
Senior leaders of the NWTNWB have followed the purpose of the Workforce Investment Act in establishing its Mission, while similarly following the State Workforce Development Board in setting its Vision.

*Mission: To increase the employment opportunities, job retention, occupational skills & earnings of citizens to improve the quality of the workforce and reduce welfare dependency, thus enhancing the productivity & competitiveness of northwest Tennessee.*

*Vision: To deliver a workforce development system that generates opportunities, provides value-added partnerships to the private sector & promotes northwest Tennessee as a place where people choose to live and work.*

A passion for excellence in workforce development is communicated down the organizational pipeline from the State Workforce Development Board to the CEO Consortium, NWTNWB and DSCC President to the Vice President of Workforce Development, Directors, Coordinators/Monitors and Career Advisors directly to the customers.

In creating a core values list for the achievement of the Mission and Vision, the NWTNWB charged the Vice President and Directors to work with staff to build consensus on the values that are important to the organization. During several small group sessions, staff determined that there were five widely held beliefs that senior leaders embodied and that guided employees in the American Job Centers. The key words in the **Values CIRCLE** illustrate the organizational culture of the NWTNWB.



Through the NWTNWB *Values CIRCLE* senior leaders focus on being Customer-focused in that all policies, procedures and services are developed through understanding today's customer desires and anticipating future customer needs. Integrity and Accountability are stressed in everyday communications by interacting honestly with and genuinely listening to the workforce and also by displaying a clear commitment to ethical conduct in all business practices. Senior leaders also emphasize integrity and accountability by being forthright about the operational environment and setting clear expectations of employee performance. The NWTNWB is always mindful of being Responsive to the Environment by adjusting staffing levels as allocations are decreased or additional funding streams are acquired or major re-structuring is needed. For example, In July 2011, a major employer in the area closed resulting in the dislocation of close to 2,000 employees, which resulted in the need for the NWTNWB to request \$3 million in additional funding to serve the newly dislocated workers and their families. This required hiring new staff and acquiring additional space to house the specialized workforce system services. As participants complete services and the grant period is ending, senior leaders are allowing for attrition of staff and the reduction in space utilized, maximizing existing resources and transitioning remaining staff to other assignments. Each American Job Center partner and employee is Community-minded, as all are charged to carry forth the Mission of "improving the quality of the workforce and helping to reduce welfare dependency, thus enhancing the productivity & competitiveness of northwest Tennessee." Although not a requirement of any position on staff, senior leaders encourage community involvement for all employees. The NWTNWB participates in Relay for Life and Walk Across Tennessee among other local community-specific events. The staff is encouraged to become engaged in their communities and volunteer for activities that impact their communities in a positive way. Career Advisors have been empowered and encouraged to attend events relating to workforce development in their areas. In doing this, NWTNWB members and staff management Lead by Example – attending Chamber of Commerce events, Industrial Roundtables, Society of Human Resource Managers (SHRM) meetings and Workforce Employer Outreach Committee (WEOC) meetings.



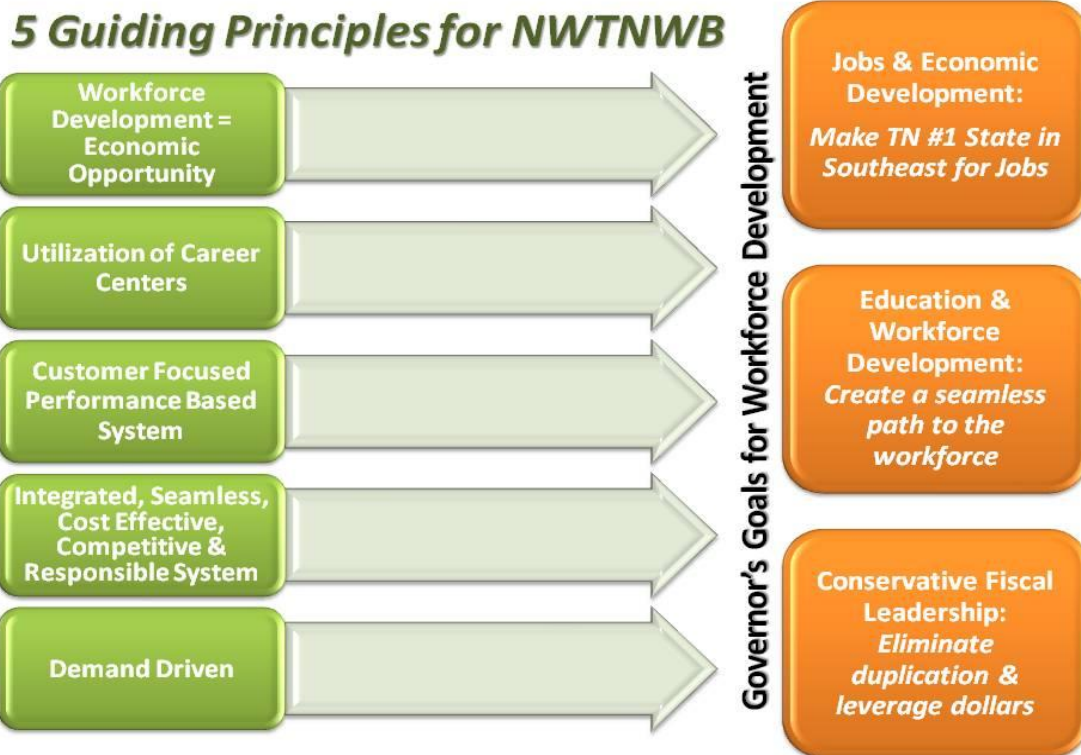
Senior leaders serve as role models by being optimistic, accepting personal responsibility, and staying motivated to create opportunities to contribute to society. Finally, NWTNWB members and administrative leaders work towards sustaining a high level of *Employee Engagement* by offering opportunities for cross-training, open communication, fair treatment, and through employee recognition. Monthly staff meetings generally include a teamwork exercise, such as redesigning the LWIA 12 American Job Center website or evaluating customer service results. Partners in the TN Career Centers in LWIA 12 also participate in a team-building initiative referred to as “Honk! Honk!” After introducing the Seven Principles of Teamwork Relating to Geese, the Vice President of Workforce Development implemented a peer acknowledgement program where staff recognize their fellow team members for going “above and beyond” their normal job responsibilities. A group email is sent to all staff briefly describing the act, and the recipient is rewarded with a candy bar, labeled with the slogan “Honk! Honk! You did something worth honking about!” Since inception, at least 20 team members have been recognized each month for their extraordinary service.

To deploy the Mission, Vision and Values, the NWTNWB strives to design a workforce system that is responsive to targeted industries, employment and training opportunities that are demand driven and results in the improved quality of life for the customers served. The NWTNWB has adopted the five guiding principles established by State Workforce Development Board for the workforce development system.

- Workforce Development = Economic Opportunity
- Customer Focused Performance Based System
- Integrated, Seamless, Cost Effective, Competitive, and Responsible System
- Utilization of Career Centers
- Demand Driven

The Mission and Vision statements, plus the five guiding principles, directly align with the Governor’s Three Main Goals for workforce development in Tennessee.

- 1) *Jobs and Economic Development*: Make TN the #1 State in the Southeast for Jobs.
- 2) *Education and Workforce Development*: Create a more seamless path from high school, post-secondary education or training to the workforce.
- 3) *Conservative Fiscal Leadership*: Eliminate duplication and leverage dollars to provide more opportunities to existing job seekers and the emerging workforce.



***b. How do you govern and address your social responsibilities?***

In the workforce development arena, the biggest challenges in addressing appropriate social responsibilities are area-wide low educational attainment, lack of transportation, multi-generational poverty, generally poor work ethic, such as punctuality problems, minimal soft skills, and attendance issues. Although many of the customers that seek services are simply “down on their luck”, others need career counseling and intensive case management to realize some form of success. The American Job Center staff is well-trained to perform initial assessments and needs evaluations on all customers. With numerous years of experience and cross-training on subjects including customer service and working with special needs populations, all Partner staff are trained to handle the general needs of new customers and to utilize a referral system for customers needing unique services available from an American Job Center Partner and/or a community based organization.

These societal issues can be very challenging when assisting youth ages 14-21. The NWTNWB has appointed a Youth Council to develop policies and programs to serve this population. The Youth Council’s guidance has resulted in several initiatives and programs to address youth with barriers to employment: Resource Mapping, Individual Training Accounts, Subcontracted In-School Youth Programs and Paid-Work Experience.

***Describe the structure and process the LWIB uses to review and achieve the following key aspects of its governance? Accountability for the management’s actions, fiscal accountability, transparency in operations (conflict of interest), independence and effectiveness of internal and external audits, and succession planning for senior leaders.***

The NWTNWB and senior leaders are held accountable for management's actions by oversight from and adherence to policies and procedures set forth from the State Workforce Development Board, TDLWD, the CEO Consortium, the Tennessee Board of Regents, and DSCC policy. For example, two Risk Analysis documents are presented to the NWTNWB for review. One is prepared by the TDLWD, ranking each LWIA based on fiscal and operational processes. LWIA 12 has consistently received a low risk rating. DSCC, as Administrative Entity/Fiscal Agent, also prepares a Risk Analysis for the workforce program for the Tennessee Board of Regents. Top management undergoes a yearly performance review conducted by the President of DSCC. Top management is also held accountable to the CEO Consortium, NWTNWB, and TDLWD through the attainment of negotiated program performance measures.

Fiscal accountability is monitored in a number of ways. First, fiscal accountability is monitored by a system of checks and balances set forth in NWTNWB and TBR policies. The TBR System's strategic plan emphasizes public trust and accountability as follows:

*The Tennessee Board of Regents will be distinguished by public trust in its program quality, research, service, wise use of resources, and commitment to access, diversity, and student success.*

To provide an effective system of controls, the NWTNWB will:

- Establish the appropriate "tone at the top" by emphasizing the importance of internal controls and adherence to established policies and guidelines.
- Evaluate operations for potential risks that could impede goals and objectives, including the risks of fraud, waste and abuse.
- Develop and implement policies and business and technology control activities that ensure a minimum acceptable risk to achieving goals and objectives.
- Maintain oversight of internal controls to determine if they are present and functioning, and provide timely communications concerning deficiencies in controls.

The Director of Performance and Compliance is charged with contract and program accountability through developing a continual review of participant files and all subcontracts. The monitors utilize the Discoverer technology through (eCase Management and Tracking System) to run reports and identify outliers or "red flags." The monitors also review case files for data validation and eligibility purposes. This internal monitoring enables LWIA 12 staff to make adjustments on an on-going basis. Issues are discussed with staff through technical assistance in the Career Centers and a report of corrections made is kept for review by TDLWD. The TDLWD PAR (Program Accountability Review) team performs an extensive review of fiscal transactions each year to assure accuracy and accountability. In addition, the Tennessee State Comptroller's Office audits all WIA financials every two years. The NWTNWB is subject to Federal audits at any time. All external audits ever conducted for the NWTNWB have resulted in a "No Fiscal Findings" report, an accomplishment that ranks among the top tier of LWIAs in Tennessee.

All NWTNWB members are required to complete a Conflict of Interest Statement and abstain from discussion and vote on any matter that could be considered a potential conflict of interest. Management staff are also required to complete a Conflict of Interest Statement in order to ensure transparency in operations. A log is maintained of any relatives of staff who are served as participants in the program, assuring services are rendered by non-related staff to avoid any

appearance of preferential treatment. Additionally, NWTNWB meetings are open to the public and all proceedings are subject to Sunshine Provisions.

Succession planning is used to anticipate the future needs of the organization and assist in finding, assessing and developing the human capital necessary to the strategy of the organization. The NWTNWB Vice President and Directors identify and foster the next generation of leaders through mentoring, training and stretch assignments, so they are ready to take the helm when the time comes. Supervisors assess the everyday performance, motivation and ambition level - willingness to take on more responsibility - through daily interactions and regular individual meetings. Formal evaluations of performance of a staff member are performed annually to discuss how employees are managing their job responsibilities, their individual learning plans and their readiness and willingness for additional training or development. These evaluations are taken into consideration when supervisors are looking to fill vacant positions and the NWTNWB is looking for replacements for the administrative staff.

## NWTNWB Talent Assessment



### II. Strategic Planning

*a. How do you develop your strategy? Who are the key participants? How do you create an environment that supports innovation? In strategy considerations, how do you collect and analyze relevant data and develop information on key elements as part of your strategic planning process? Describe how the State Integrated Plan, including the Governor's goals and objectives, is incorporated into local strategy development.*

*b. How do you implement your strategy?*

Strategic Planning is guided by instructions from the Workforce Investment Act accordance with CFR 661.355 requiring Local Workforce Investment Areas to submit a Five-Year Local Workforce Investment Plan to the State Workforce Development Board for approval and

subsequently to the U.S. Department of Labor. Guidance from TDLWD is provided that specifies areas that need to be addressed in subsequent modifications to the Plan for the LWIAs. The questions are phrased to coincide with the Baldrige Criteria for Excellence promoted by the Tennessee Center for Performance Excellence (TNCPE). The NWTNWB has two employees that have been trained to be TNCPE Examiners, which enhances the NWTNWB's strategic planning process.

In strategic planning, the NWTNWB must consider environmental challenges such as employment shifts from low-skill to skilled occupations and the rising demand for workers with more technical proficiency. The NWTNWB and its partners must remain responsive to the economic market and employers' skills demands. The NWTNWB works within the Governor's Economic and Community Development Jobs4TN plan through focusing on these sectors in LWIA 12: Business Services, Transportation & Logistics, Advanced Manufacturing and Healthcare. These sectors are shown to have positive job growth through Labor Market Information provided by the TDLWD and an economic analysis tool from EMSI. The Business Services Team connects with companies in these sectors and other employers that have hiring needs, promoting Incumbent Worker Training, On-the-Job Training opportunities, Employer/Education partnerships, and job order placement through Jobs4TN online. Potential candidates for training must show interest and aptitude through various informal and formal assessments and evaluations of need. To be considered for training funds, the field of study must be in high growth mode according to research using EMSI or current Labor Market Information, the customer should show aptitude in this industry by scoring an appropriate score on the National Career Readiness Certificate, and the American Job Center staff working with this customer should perform a thorough assessment to determine the appropriateness of the training.

For LWIA 12, representatives of all American Job Center partners are welcomed to the table to cooperatively plan for future services. The meetings are structured and planned in advance to accommodate all partners. Each partner maintains a budget and performance levels relating to specific program goals and the Governor's 3 Main Goals of: TN will be #1 in Jobs in Southeast, Create Seamless Pathways to the Workforce and Conservative Fiscal Leadership. Therefore, the planning session remains strategic in nature and encompasses overarching goals and objectives for the Workforce System as a whole. A strategic plan structure is developed by TDLWD and shared at the local level with all partners prior to the meeting and is intended to be used as a guide for the meeting. All partners attend the meeting prepared with ideas and strategies to improve services or service flow.

The NWTNWB, LWIA 12 American Job Center partners and staff analyze the Strengths, Weaknesses, Opportunities, and Threats (SWOT) to LWIA 12 and its workforce services through a formal SWOT Analysis annually. The SWOT Analysis is the primary basis of the planning process and enables all partners to visually review how the organization can grow and improve. In addition to noting strengths, weaknesses, opportunities, and threats of the local area workforce system, all partners together create action plans to address key weaknesses and to take advantage of promising opportunities. The most recent SWOT Analysis follows.

## LWIA 12 SWOT Analysis of Organizational Performance - 2014

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. The Workforce System Operators/Partner Consortium are actively engaged in developing American Job Center services, communicating frequently and openly to better serve its customers.</li> <li>2. American Job Center partners are co-located in the Comprehensive Career Centers in Dyersburg and Huntingdon, with subject matter experts available in Job Services, Workforce Investment Act training, Business Services opportunities for employers , Vocational Rehabilitation, Families First activities, Veterans services, Adult Education, Economic &amp; Community Development</li> <li>3. Strong business services team consisting of all American Job Center partners continue to recruit employers for On-the-Job Training grants, resulting in more job seekers obtaining relevant training and ongoing employment.</li> <li>4. A growing number of employers in LWIA 12 have adopted the practice of “preferring” a National Career Readiness Certificate as a prerequisite for open positions, resulting in a pool of over 10,000 job seekers with a National Career Readiness Certificate in northwest Tennessee.</li> <li>5. WIA staff continues to partner with the Career Coach in getting job search and career services information out to clients in local communities.</li> <li>6. Several initiatives in place that align workforce development, economic development and education, supporting the Governor’s goals and objectives to create a more seamless path from secondary education to the workforce.               <ol style="list-style-type: none"> <li>a. The Advanced Manufacturing Sector Analysis, Career Pathways and accompanying video are used for outreach to LWIA 12 schools.</li> <li>b. Out-of-school youth with little job knowledge are being placed in Paid Work Experience opportunities in targeted sectors, offering job training skills in a mentoring environment.</li> </ol> </li> <li>7. Post-secondary institutions are available to citizens in all eleven counties with Tennessee Technology Centers accessible within a 30-mile radius. In addition, there are Community Colleges and 6 four-year Universities within a 60-mile radius, each offering online classes and distance learning opportunities for easy access to in-demand educational opportunities.</li> <li>8. Funds from a Delta Regional Authority Grant have allowed LWIA 12 to train 5 ACT Job Profilers to offer free job profiles to employer customers looking to improve the quality of their applicant pool with the</li> </ol>	<ol style="list-style-type: none"> <li>1. Training for Jobs4TN online has not been comprehensive across all partner staff, resulting in employers and job seekers not taking full advantage of the capabilities.</li> <li>2. New educational strategies at the State level (Common Core, Tennessee Promise) have not been fully implemented to address the low educational attainment rates of northwest Tennesseans.</li> <li>3. Customer participation in online customer satisfaction survey has declined, resulting in the need to update the questionnaire.</li> <li>4. Lack of apprenticeship programs requires job developers to be more diligent in finding work experience opportunities with employers.</li> <li>5. New Workforce Services policies have not been fully integrated throughout all of the TN Department of Labor &amp; Workforce Development divisions.</li> </ol>



<p>National Career Readiness Certificate.</p> <p>9. WIA has successfully implemented a travel card policy as a supportive service to assist job seekers with the costs of transportation incurred while attending education and training, saving over \$24,000 in the first six months.</p> <p>10. Job seeker workshops are offered in all counties, providing information specific to reemployment opportunities and strategies with additional topics added as deemed necessary.</p>	
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. DRA grant will allow for the addition of mobile computer capabilities to expand NCRC testing in rural areas with limited access to internet service or computer terminals.</li> <li>2. Updating regional website, Facebook and Twitter accounts for LWIA 12 allows employers and job seekers to access Career Center services and information during off-hours.</li> <li>3. The reorganization of Adult Education has reduced administrative costs allowing for increased funding for services to a greater number of people.</li> <li>4. The addition of the HiSec test has provided another opportunity for people needing a high school equivalency credential.</li> </ol>	<ol style="list-style-type: none"> <li>1. Continued double digit unemployment rates in LWIA 12 and the centralization of Unemployment Insurance has left the Affiliate and Comprehensive Career Centers with an overload of disgruntled customers and has threatened the consistency of customer service levels for all partners.</li> <li>2. Since the closure of six Career Centers, the general public is confused about services available in their home counties, which could damage employer and job seeker relationships with the workforce development system.</li> <li>3. The transition from eCMATS to VOS as a centralized database for case management and financial reporting is uncertain due to lack of knowledge in the field about the new system and the possibility of losing data.</li> <li>4. Extended unemployment benefits could discourage some of the unemployed from taking jobs right away, thus inflating unemployment rates and causing a strain on Career Center resources.</li> <li>5. In the rural counties of LWIA 12, there is a significant mismatch of skills for employers needing maintenance and welding employees.</li> <li>6. Lack of a public transportation system in a very rural area coupled with high gas prices adversely affects job seekers and students in training programs.</li> </ol>

***How is your local area preparing workers for high-skill, high growth job opportunities?***

Being in the business of workforce development and involved directly with Education and Training partners, the American Job Centers and NWTWNB must be ever mindful of employment trends in LWIA 12. During the planning process, administrative leadership works with local education providers, economic developers and key employers in those regional sectors that align with the Governor's Jobs4TN Sector Strategies plan. Through labor market data, strategy meetings and other data gathering methods, the NWTWNB determines what regional jobs/occupations fit into the high-growth, high-skill category, and then focuses training initiatives on those in-demand occupations. NWTWNB strategies to prepare workers for these opportunities include: (1) Approving in-demand training opportunities to be included on the statewide Eligible Training Provider List (ETPL) as WIA fundable programs; (2) Encouraging all job seekers to consider these programs as career options by offering assessments,

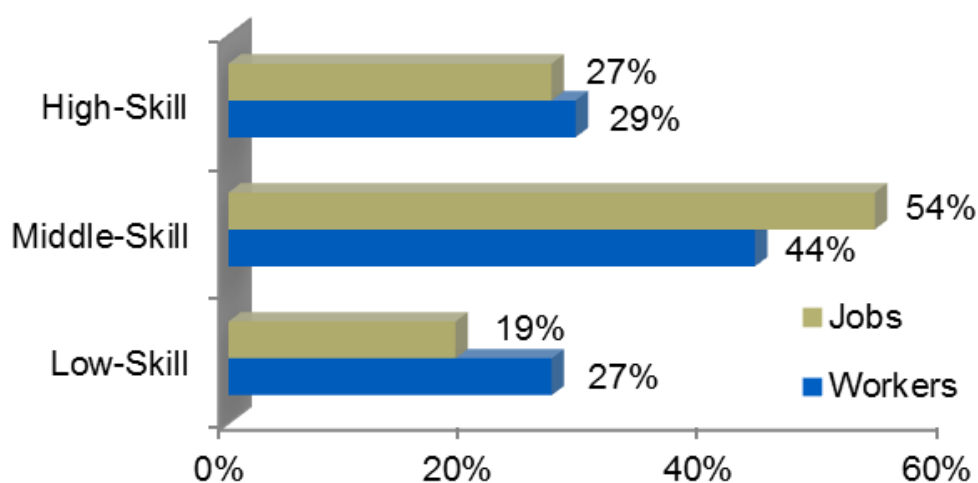
opportunities and materials noting local employment opportunities; (3) Partnering with high schools on dual enrollment opportunities in employer-driven training programs; (4) Considering options to partner with training providers and neighboring local workforce investment areas to “buy” classes offered by training providers so that dislocated workers, adults, and disadvantaged youth have an opportunity to train in the high-demand occupation without a delay due to a waiting list.

### Customer Focus

**§ 661.350 (1) *An identification of the workforce investment needs of businesses, job seekers, and workers in the local area; (2) an identification of current and projected employment opportunities and job skills necessary to obtain such opportunities. What are the prioritized industry target and sectors for your local area? How do they align with the Governor’s Jobs4TN Plan Sector Strategy? (Sectors information will be available in the “Economic and Workforce Information Analysis” Section of the Modified Plan which will be posted for public comment on January 31, 2014) Include industries that will add a substantial number of jobs to the economy, have a significant impact on the growth of other industries or industries that are being transformed by technology and innovation that require new skill sets for workers or new and emerging industries that are expected to grow.***

According to the National Skills Coalition, middle-skill jobs are key to Tennessee’s health, its infrastructure and its economic growth. Many of these jobs cannot be outsourced: from the care of our sick and elderly, to the repair of our computerized cars, to the running and maintenance of our factories' advanced machinery, to the construction of our nation's bridges and buildings. Middle-skill jobs can provide good wages and career paths for Tennessee’s and LWIA 12’s workers.

### Tennessee Jobs and Workers by Skill Level, 2009



Sources: U.S. Department of Labor and U.S. Bureau of the Census

To maintain a strong economy, Tennessee and LWIA 12 must address its middle-skills gap by investing in a skilled workforce. To do this, the NWTNWB has prioritized its training resources to address the skills gaps in key industries in alignment with the Governor’s Sectors Strategy,



which focuses business development efforts on eight (8) key clusters in which the state has a competitive advantage:

1. Automotive
2. Chemical Products & Plastics
3. Transportation, Logistics and Distribution Services
4. Business Services
5. Healthcare
6. Advanced Manufacturing
7. Energy Technologies
8. Entertainment

To follow the guiding principles of Demand Driven and Workforce Development = Economic Opportunity, LWIA 12 uses Labor Market Information and other available data to drive decision making and to invest in initiatives that provide in-demand training and employers' needs. TDLWD recognizes that local economic situations may be different from state-wide trends, and that the industry composition in a particular area determines the jobs in demand. Therefore, TDLWD supports the use of state and localized data to target jobs in demand and those declining. LWIA 12 uses the Analyst Tool from Economic Modeling Specialists, Inc. (EMSI) to further drill down in-demand occupations and industries that show local growth. Additionally, staff participates in regional economic development groups comprised of training providers, Chambers of Commerce, plant managers and economic developers to determine high-growth jobs and industries that are adding substantial jobs to the local economy. Through these meetings and conversations, LWIA 12 employers have indicated that having a common language to assess potential employees would be helpful. Research has also shown a clear gap between skills of our nation's and Tennessee's workforce and the basic skills needs of the employers. To reduce the cost of remedial training and lost efficiency, more employers are implementing pre-employment assessments to identify these skills prior to hiring. In LWIA 12, the National Career Readiness Certificate (NCRC) is a tool hiring managers use to compare potential employees' abilities. The NCRC is a credential based upon the WorkKeys assessments that substantiates to employers that an individual possesses the basic workplace skills required for 21<sup>st</sup> century employment. Attaining an NCRC will allow an individual to show prospective employers that he or she possesses the basic skills they are seeking.

Table 3.1 represents the LWIA 12 occupations with positive percentage growth from 2012-2020 according to EMSI.

**Table 3.1 - LWIA 12 Top Occupations by Percentage Growth**

SOC	Description	2012 Jobs	2017 Jobs	% Change	Median Hourly Earnings	Avg. Hourly Earnings	Education Level
51-6063	Textile Knitting and Weaving Machine Setters, Operators, and Tenders	10	19	90%	\$11.16	\$11.00	Moderate-term OJT
21-1093	Social and Human Service Assistants	51	71	39%	\$12.21	\$12.85	Short-term OJT
47-2132	Insulation Workers, Mechanical	27	37	37%	\$16.24	\$16.30	Moderate-term OJT
31-1011	Home Health Aides	358	471	32%	\$9.39	\$9.11	Short-term OJT
51-3023	Slaughterers and Meat Packers	14	18	29%	\$21.71	\$21.65	Moderate-term OJT
39-9021	Personal Care Aides	474	609	28%	\$8.61	\$8.97	Short-term OJT
13-2052	Personal Financial Advisors	15	19	27%	\$27.98	\$38.24	Bachelor's degree
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	77	96	25%	\$14.22	\$14.62	Moderate-term OJT
51-8091	Chemical Plant and System Operators	14	17	21%	\$20.73	\$22.14	Long-term OJT
31-2022	Physical Therapist Aides	41	49	20%	\$10.63	\$10.76	Moderate-term OJT
53-3041	Taxi Drivers and Chauffeurs	49	59	20%	\$8.61	\$8.41	Short-term OJT
53-3099	Motor Vehicle Operators, All Other	10	12	20%	\$8.75	\$9.51	Short-term OJT
13-1161	Market Research Analysts and Marketing Specialists	71	84	18%	\$20.37	\$20.91	Bachelor's degree
15-1134	Web Developers	11	13	18%	\$12.31	\$13.71	Bachelor's degree
21-1011	Substance Abuse and Behavioral Disorder Counselors	44	52	18%	\$17.47	\$20.48	Bachelor's degree
43-6013	Medical Secretaries	179	211	18%	\$11.28	\$13.07	Moderate-term OJT
51-2022	Electrical and Electronic Equipment Assemblers	84	99	18%	\$13.87	\$13.20	Short-term OJT

*Source: QCEW Employees - EMSI 2014.1 Class of Worker*

Orange = Healthcare Cluster

Brown = Automotive/Chemical Products & Plastics/Advanced Manufacturing Clusters

Yellow = Transportation, Logistics & Distribution Services

Green = Business Services

***How is your local area working with ECD to help attract and expand industries within those sectors?***

ECD partners are part of the LWIA 12 Business Services team and assist in contacting new and prospective employers to discuss American Job Center services such as the National Career Readiness Certificate (NCRC), Job Profiling, On-the-Job Training grants, customized training opportunities and the availability of Incumbent Worker Training grants. The NWTNWB has incorporated the NCRC credential as part of its efforts to increase training opportunities with employers. The NCRC and job profiling provide a two-part program that benefits both business/industry and job seekers. Other services provided to new and prospective companies by the LWIA 12 Business Services Team and American Job Center Partners include:

- Pre-screening Applicants – analyzing job applications and pre-screening applicants based on minimum requirements, then referring qualified candidates to various pre-employment assessments.
- Job Fairs – facilitating, organizing, planning and finding qualified labor for open positions.
- Referral to Training – Referring applicants in need of pre-employment training to workforce development training programs.
- Virtual Career Center – Using the Jobs4TN online website to connect employers to job seekers by listing job orders and making coordinated referrals based on job descriptions.
- On-the-job Training – Educating employers about the availability of OJT training funds.

The NWTNWB is initially subsidizing the cost of Job Profiles for local industry through a grant from the Delta Regional Authority. Five staff members have become authorized WorkKeys Job Profilers and are available to profile entry-level or high turn-over jobs within local companies. The companies can then require job applicants to earn the specific level on the NCRC exam that the profiler recommended for the job. This is a win-win situation that creates a “best-fit” for both the employer and job seeker.

The abundance of job seekers earning a NCRC also serves as an economic development tool for the local area and the Tennessee Department of Labor and Workforce Development. Since the NCRC system is being utilized in most states, prospective industries can compare one state to another with a standardized measurement tool. The Northwest Economic Development District uses the NCRCs as a positive economic development tool in competing for jobs on a national stage.

To date, jobs have been profiled in various industries from food packaging to automotive steering systems to heating and air conditioning unit manufacturing. The program is growing and employers in the healthcare, advanced manufacturing and business service industries are seeking applicants that have earned this work-based credential.

***(5) A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area, including a description of the local ITA system and the procedures for ensuring that exceptions to the use of ITA's, if any, are justified under WIA section 134(d)(4)(G)(ii) and 20 CFR 663.430;***

Individual Training Accounts (ITAs) for classroom training are managed in the American Job Centers by WIA staff. After a thorough assessment and verification that the training plan will

lead to employability in an in-demand occupation, Career Advisors obligate funds through eCMATS and an internal Sharepoint-based Needs Assessment system. The obligating of funds allows fiscal staff and the NWTNWB to have a clearer picture of funds available and projected expenditures for the program year. The NWTNWB also has a policy in place for times when funds become sparse. It is a “priority of service” policy in which the most in need (economically disadvantaged) receive services first.

LWIA 12 is sensitive to the needs of employers and makes every effort to eliminate skills gaps of job applicants. When ITAs are not appropriate or do not fully address the skills needs of a specific employer, Business Services Coordinators may authorize On-the-Job training reimbursement for new hires with experience below the O\*Net Specific Vocational Preparation level. Additionally, if the NWTNWB determines there is a lack of sufficient providers or programs to meet training needs (i.e. a large layoff resulting in extensive waiting lists for training), a “buy-out” class may be authorized. Further, if it is determined that special populations are to be targeted for services that can be best offered by community-based organizations, an exception may be made to utilize an ITA for these participants.

***(6) A description of how the Local Board will coordinate local activities with statewide rapid response activities; § 661.350***

The WIA Director for Training Services serves as the LWIA 12 liaison on the State’s Rapid Response team. LWIA 12 approaches Rapid Response on both the individual and company (group) level. As weekly reports of dislocations are received from TDLWD, information on career center services are mailed to individual new claimants. Through relationships with local employers and job seekers, the local Comprehensive Career Centers and Affiliate Sites of the American Job Center are generally the first to learn of impending layoffs and closures. The Rapid Response Liaison immediately contacts the company officials to coordinate an initial meeting to determine how vital dislocation information is shared with affected workers. LWIA 12 also coordinates with the State by entering new layoffs into eCMATs and recording any upcoming meeting on a shared Google + calendar. TDLWD Toolkits are utilized during Mass Meetings and other services are available based on the size of the layoff or closure. The Director for Training Services communicates regularly with the State Rapid Response team through email.

***(10) A description of the competitive process to be used to award grants and contracts for activities carried out under this subtitle I of WIA, including the process to be used to procure training services that are made as exceptions to the Individual Training Account process (WIA section 134(d)(4)(G)).***

The NWTNWB may contract with various agencies, in accordance with WIA Legislation and TDLWD policies, in order to provide services for eligible participants and employers through programs such as On-the-Job Training (OJT) Grants, Incumbent Worker Training (IWT) Grants, Youth Programs and “Buy-out” classes. Once it is determined that funds can be allocated for OJT/IWT grants or Buy-out classes, the NWTNWB has authorized administrative staff to initiate agreements or contracts with employers or appropriate community organizations. For Youth contracts, WIA Section 129(c)(2) requires LWIAs to provide services to eligible youth ages 14-21 that cover ten specific program elements. To ensure youth have access to the ten Youth Elements required in WIA legislation, the Youth Council recommends to the NWTNWB that

youth be served directly through existing waivers from USDOL or engage in a procurement process for the required elements. Currently, in-school youth are served through subcontracts with school systems and community organizations in a Peer Tutor Work Experience program. This program provides employment as peer tutors to high school juniors or seniors that are in need of work experience or other WIA services. Youth must be economically eligible and in need of at least one of the required ten elements to be considered for this subcontracted program. For Youth programs and training services that are created as exceptions to the ITA process, the NWTNWB issues a Request for Proposal, receives proposals, reviews, and then awards competitive grants to providers.

***(7) A description and assessment of the type and availability of youth activities in the local area; including identification of successful providers of such activities.***

In LWIA 12, the number of youth service providers is sparse. Through a Resource Mapping process conducted every two years, the NWTNWB has determined that few eligible service providers exist, especially for the hard to serve out of school youth ages 18-21. Besides Adult Education programs, secondary/post-secondary training institutions and substance abuse or mental health counseling providers, there are little to no service providers available to provide the ten Youth Elements that are mandated by WIA legislation.

In order to serve out of school youth facing barriers to employment, the NWTNWB has chosen to run a Paid Work Experience program for young people that are 18-21. Paid work experience is an element that local workforce areas are allowed to administer through the American Job Centers through a waiver requested by the TDLWD from USDOL. Tennessee has applied for and received approval for a waiver during the past several years that has allowed local administrative entities to provide Support Services, Follow-up Services, and Paid/Un-paid Work Experience concerning youth. Approval of this waiver has allowed the flexibility LWIA 12 needs to ensure that youth do not experience gaps in their service. Eligible participants are placed in either an On-the-job Training situation or paid work experience opportunity. Youth needing additional soft skills training are placed with non-profit agencies that provide guidance on-site through adult mentoring and leadership development by their immediate supervisor.

However, LWIA 12 has managed a Peer Tutoring Work Experience Program for in-school youth through subcontractors since 2006. This innovative program rewards low-income, academic achievers by paying those students to tutor and mentor their peers, thus providing jobs to youth in an area hard hit by unemployment and providing them career exploration in the field of teaching and education, a demand occupation in LWIA 12. One unique factor of the program is that it provides valuable services to the “enrolled” disadvantaged youth participants and benefits the general student population in the awarded school systems. Since the inception of the program, 534 Peer Tutors have tutored 10,357 students in 17,796 subjects with a 93.5% improvement rate. High school administrators have lauded the program as a valuable asset to their schools. The Dresden High School Master Tutor comments, “Peer Tutoring has been a major success at our school. Teachers retain valuable classroom time; administrators are confident in the improvement of struggling student achievers; and peer tutors have learned real-world work skills and personal confidence in their abilities.” It is truly a role model practice that could be replicated across the state and nation. Entities that have participated in the program since 2006 include:

Bradford High School	Dyersburg High School	Obion County Central High School
Brighton High School	Gibson County High School	Peabody High School
Camden Central High School	Halls High School	Ripley High School
City of McKenzie	Henry County High School	South Fulton High School
Covington High School	Humboldt High School	South Gibson High School
Crockett County High School	Lake County High School	
Dresden High School	Munford High School	

***(11) A description of the criteria to be used by the Governor and the Local Board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) or limited, and the process by which any priority will be applied by the One- Stop operator. \*Must incorporate priority of service for veterans and eligible spouses that meets the requirements of 20 CFR part 1010.***

Per 20 CFR part 1010, veterans who visit an American Job Center are and will be given priority of service. Veterans are registered in the e-CMATS database and receive priority in the interviewing process, access to job search tools (such as the Internet and resume writing programs), case management, testing, counseling, referral to employment, training opportunities and all other services offered as a matter of course in the daily operations of the public labor exchange. These services are the responsibility of all local office staff members and are not limited to the Local Veterans Employment Representative (LVER).

Priorities of service for eligible veterans are as follows in order of precedence: 1. Special Disabled Veterans, 2. Disabled Veterans, 3. Transitioning and recently separated veterans, 4. Combat Era / Campaign Badge Veterans, 5. All other eligible veterans. Spouses are entitled to veterans preference only if the veteran died in combat or if he is a 100% Service Connected Veteran. Children are not currently eligible for veteran's preference, but are offered all services available at the Tennessee Career Center to assist in finding and securing gainful employment.

In addition to providing priority of service to veterans, a Local Veterans Employment Representative is also housed in the TN Career Center in Dyersburg for referral, and in the other counties representatives are available for referrals. While the position of Disability Program Navigator ended June 30, 2010, the knowledge gained will continue to serve a vital part in the navigation of the Tennessee Career Center as individuals with disabilities or veterans with disabilities turn to the Tennessee Career Center System for assistance in the employment process.

In accordance with CFR 663.600 (b), LWIA 12 will consider funds are generally limited and will implement its Adult Priority System prior to reaching the 75% threshold of adult obligations, as defined by TDLWD WIA Memorandum Number 00-11.

The Adult Priority Policy for LWIA 12 reads as follows:

“When LWIA 12 has determined that funds are limited and the Priority Policy should be implemented, core services will continue to be available to all Adults in accordance with Sec. 662.240, including, but not limited to Job Search and placement assistance; Job vacancy listings in such labor market areas; Information on job skills necessary to obtain the listed jobs; and Information relating to local occupations in demand and the earnings and skill requirement for such occupations. Intensive and Training Services will be limited to

recipients of public assistance and other low income individuals and other specific groups defined as:

1. Non-Priority Adults (unemployed or employed with an income below LWIA 12 Self-Sufficiency Standard) that are identified by an employer to need training to obtain the job, will be eligible for intensive services and placement in an on-the-job training position.
2. Non-Priority Adults who are currently attending classroom occupational skills training and making satisfactory progress and are identified by the training provider to have a financial unmet need that could result in discontinuing training, will be eligible for intensive and training services such as assistance with fees, books and transportation.

NOTE: LWIA 12 management will determine when budget balances are sufficient to fund specific groups under number 1 and/or number 2.”

Due to the current environmental conditions, returning veterans is a segment of the population that is growing not only in northwest Tennessee, but in Tennessee as a whole and throughout the nation.

***a. How do you obtain and use customer and market knowledge?***

American Job Center customers vary from Job seekers (Adults, Dislocated Workers, Youth, and underserved populations) to Employers. Recruitment through job and career fairs, outreach activities and social media are central to increasing participation in Career Center services. As the use of social media becomes more and more prevalent, LWIA 12 has partnered with TDLWD Communication Services to post on Twitter as @tnccdyersburg and has established a Tennessee Career Centers of Northwest Tennessee Facebook page. American Job Center staff use these media resources to communicate with clients about training progress or other issues. Thus far, clients have been very receptive to being contacted through social media. A customer service survey also answers the question, “How are we doing?” The information gathered from customers is used to improve our frontline customer interactions and to increase or adjust services.

Additionally, employers’ needs are being met through a variety of employer-driven initiatives marketed by the Business Services Team, including Incumbent Worker Training Grants, On-the-Job Training, Customized Training, WorkKeys Job Profiling, and through the Apprenticeship Assistance program. Input from employers has resulted in simplifying many of our processes, including updating our On-the-Job Training documents.

***How are you focusing on services to targeted populations? i.e. persons with disabilities, disconnected/disadvantaged youth, ex-offenders, homeless, Indian and Native Americans, migrant and seasonal farm workers, aging Americans, Veterans, persons in need of ESL services, TANF recipients, and youth in the foster care and juvenile justice systems, and others?***

At-risk populations served through the American Job Centers include persons with disabilities, disconnected/disadvantaged youth, ex-offenders, the homeless, Indian and Native Americans, migrant and seasonal farm workers, aging Americans, Veterans, persons in need of ESL services, TANF recipients, youth in the foster care and juvenile justice systems and the long-term

unemployed. These populations have become a focus for the WIA programs in Northwest Tennessee, as documented in Memorandums of Understanding.

Key access mechanisms for services include the American Job Center Comprehensive and Affiliate Centers, via Jobs4TN online and through referrals to partners. The majority of initial services are sought in person at a brick and mortar building. After an initial assessment and needs evaluation, communication with an appropriate partner can occur through telephone, email, fax or in person.

The required partners of the One-Stop system, as legislated by WIA, meet at the Administrative Office for the NWTNWB bi-annually to discuss services, build relationships, and to improve services to special populations. It is the goal of this Partner Consortium to provide on-going training sessions for each of targeted populations to all LWIA 12 partner staff to increase frontline staff competencies in working with customers with special needs. On a regular basis Site Leads and Partner administrators will email pertinent information about a variety of topics. For example, emails may include program-related updates, customer service tips, or available employment opportunities.

***a. How do you build relationships and grow customer satisfaction and loyalty? For instance, how will the LWIA use social media (Facebook, Twitter, phone apps, LinkedIn, etc.) to engage job seekers and employers?***

LWIA 12 has partnered with TDLWD Communication Services to post on Twitter as @tnccdyersburg and has established a Tennessee Career Centers of Northwest Tennessee Facebook page. American Job Center staff use these media resources to communicate with clients about training progress or other issues. Frontline staff also utilize text messaging and instant messaging capabilities to communicate with job seekers and employers, in addition to making contact through LinkedIn. For the future, NWTNWB administrative leaders are exploring the options of using Skype or similar services to allow for face to face communication from the Comprehensive Career Centers to the Affiliate sites when job referrals or other TDLWD services are needed, allowing the customer to avoid a potentially long drive for services.

***How do you use the Client Customer Service & Employer Satisfaction results to improve the workforce system?***

The University of Memphis customer satisfaction survey results allow the NWTNWB to determine how well it is serving its customers and also to see where it falls on the continuum compared to other Workforce Boards across the State of Tennessee. Every LWIA in the State of Tennessee is accountable to the results from The University of Memphis customer satisfaction survey. Benchmarks are established and goals for the following year are set. Each area strives to improve scores and surpass the other local areas. It is a friendly competition that keeps all Workforce Boards motivated to serve customers to the best of their ability. Survey results are shared with Partner Consortium members and appropriate staff. As an example, the NWTNWB staff recently dissected the results of WIA enrollment data identified in the U of M survey to determine areas for improvement.

In addition to the standardized survey provided through the University of Memphis, the NWTNWB also distributes an in-house customer satisfaction survey. This allows any



participant who would like to rate their satisfaction with Career Centers to do so. Surveys are available through Survey Monkey and can be accessed anywhere. A link is also available on the LWIA 12 website [www.northwesttncareercenter.org](http://www.northwesttncareercenter.org).

#### **IV. Measurement, Analysis, and Knowledge Management**

*a. How do you measure, analyze, and then improve organizational performance? How do you use database case management systems and USDOL required reports to evaluate effectiveness? If an internal case management database system is used by the local, you must describe how it works in conjunction with the required state database. You may describe the current processes with eCMATS, but must reference the planned conversion to VOS.*

*b. How do you manage your information, information technology, and organizational knowledge? How do you track participants to ensure case notes and the current database are updated timely to reflect activities and exits?*

The NWTNWB measures progress of goals on many levels beginning with staff evaluations. Staff goals are tied to organizational goals and objectives, then Performance Standards are formally reviewed each quarter via a Quarterly Performance Report issued by the Tennessee Department of Labor & Workforce Development, and finally the NWTNWB utilizes customer satisfaction scores to determine the progress in reaching the overarching goals of the Career Center System.

At the present time, LWIA 12's data systems rely upon eCMATS (eCase Management and Tracking System), a consolidated, web-based, customer tracking system. End-users enter transactions into the system by which data is then extracted daily, weekly, monthly, quarterly, and annually to support service delivery, case management, and cross program reporting. The strength of this system is in its ability to integrate seemingly different program designs, such as WIA, W-P, TAA, and Adult Education programs. In addition, DolceVita's wiki site has been in production use for nearly 6 years and has proven to be an invaluable evaluation tool for coordinating and documenting all the processes and requirements of federal reporting. These collaborative websites provide documentation for the numerous data extracts that have been run leading up to each quarter and annual extracts.

These sites provide user-editable, web pages where authorized users can edit and update documentation of issues, plans, and data specifications. The sites also provide a "ticket" system for requesting, prioritizing and tracking; they also help to coordinate changes between staff in policy, performance, and MIS. These sites, including DolceVita, are secure, Web-based applications, hosted by the University of Memphis. They are also password protected and have role-based security. They provide full, statewide metrics and participant data; and they also provide performance reports just for the unique local workforce area, as well as all the Career Centers.

The Director of Performance and Compliance is primarily responsible for monitoring participant performance through the eCMATS system and through the use of Discoverer and Dolce Vita reports and quarterly reports. By fully utilizing the technology available, the NWTNWB is able to make clearer, more accurate projections regarding performance and also affect performance simply by being able to identify problem populations within the system. By being able to access case files electronically and to see case notes in real time, the systems enable frontline staff to

better manage their time and increases efficiency in case management. Staff are also able to track customers' progress, thus ensuring proper documentation of attainment of goals and timely exits.

Through the data entered into eCMATS by NWTNWB staff members, the NWTNWB is able to track, forecast, and project performance. eCMATS is the only database/tracking system needed to track performance if utilized fully and correctly. LWIA 12 is one of a few areas that use the financial component of eCMATS, relying on the system to track and project participant obligations. It is expected that the State's anticipated transition from eCMATS to the Virtual One-Stop (VOS) developed by Geographic Solutions, Inc. will provide more capabilities, allowing local workforce areas to better connect workforce development with job creation and growth

This tool will provide powerful services with several major functionalities:

- Self Service for Job Seekers (currently available on JOBS4TN Website)
- Self Service for Employers (currently available on JOBS4TN Website)
- Labor Market Information (currently available on JOBS4TN Website)
- Mediated Labor Exchange
- Case Management through Virtual One-Stop System (VOS) – WIA, WP, TAA, WTP, Generic
- Reemployment Exchange (REX)
- Performance Reporting and Flexible Ad Hoc Reports
- Individual Fund Tracking

These functions provide integrated and secure, web-based applications hosted by Geographic Solutions, Inc. They are also password protected and have role-based security. They provide, in addition, full, statewide metrics and streamlined participant data; and they also provide performance reports just for the unique local workforce area, as well as all the Career Centers. In these ways the Workforce Services Division will utilize VOS as the single most contributor to our seamless performance management approach to the delivery of ETA-funded programs. In addition to streamlining data entry and program integration, VOS will have the major advantages which accompany significant system enhancements, such as:

- Cycle Time and Timeliness
- Quality
- Security and Privacy
- Reliability and Availability
- Effectiveness

## **V. Workforce Focus**

***661.350 (3) A description of the One-Stop delivery system to be established or designated in the local area, including: a. How do you engage your workforce to achieve organizational and personal success? How do you engage frontline and administrative staff to ensure they are knowledgeable of all programs and are developing key skills to successfully assist job seekers? Describe your comprehensive cross-training and development plan established for each American Job Center staff and partners. (Refer to Policy # 7 Service Integration.)***  
***b. How do you build an effective and supportive workforce environment? Describe the communication plan (intra office, inter office, local area to state).***

***Describe any methods your organization uses to gauge employee satisfaction and measure improvement.***

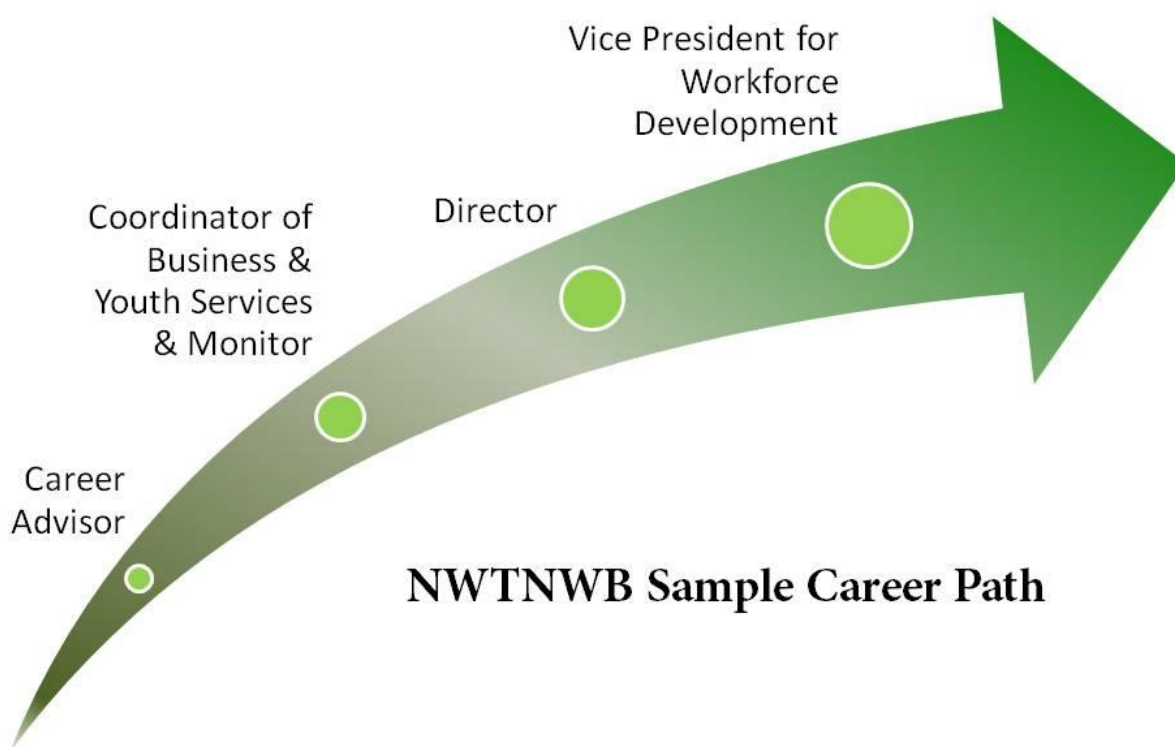
The NWTNWB and American Job Center staff all work toward the overall goal of improving the workforce regardless of individual positions and job duties. Senior leaders – from TDLWD to administrative managers at the local level – create a culture of customer-focused service, community-mindedness and employee engagement. These values serve to motivate frontline and administrative staff to achieve personal and organizational goals. Educational opportunities become available to staff on day one, ranging from structured training programs to in-house sessions to college coursework. Some of staff have completed Global Career Development Facilitator training and earned certification. A number of staff have participated in “Leadership” courses through various Chambers of Commerce. Five (5) staff have been trained as Authorized Job Profilers for ACT WorkKeys and two (2) staff have reached Examiner status with the Tennessee Center for Performance Excellence. Each NWTNWB staff member’s personal development will outline the goals he/she has submitted in his/her Personal Learning Plan. DSCC also offers fee waivers for staff to continue their education whether that is earning an Associate, Bachelor, or Master’s degree.

Additionally, subject to supervisor approval, all American Job Center staff may choose outside training opportunities like Workforce Conferences, communication seminars and subject-specific workshops, gaining knowledge about best practices from around the country and for personal improvement. This keeps the work refreshed and allows for personal challenges through the introduction of new information, thus increasing employee engagement. Staff are then asked to present information to the entire workforce, further enhancing employee engagement. Another motivating factor in keeping employees engaged is the value of service to our local communities. The majority of American Job Center staff chooses to work for the publically funded workforce development system for the internal reward - the feeling of positively contributing to society - knowing that at the end of the day there was a positive a difference made in someone’s life that day.

Cross-training is also an effective motivator. On a system-wide basis, per Service Integration Policy #7, the NWTNWB provides training through the Workforce System Operators on customer service, Jobs4TN and other job-related topics as needed. Future topics include Service Integration, Customer Service Best Practices, and Using Social Media to Effectively and Responsibly Communicate with Customers. As LWIA 12 begins to integrate the new TDLWD policies, it is the goal to have regular training sessions that involve all partners housed in an American Job Center. During these meetings at least one partner of the American Job Center system will be asked to present information about their program and services for the purpose of fostering program integration and eliminating functional silos.

Partners in the TN Career Centers in LWIA 12 also participate in a team-building initiative referred to as “Honk! Honk!” After introducing the Seven Principles of Teamwork Relating to Geese, the Vice President of Workforce Development implemented a peer acknowledgement program where staff recognize their fellow team members for going “above and beyond” their normal job responsibilities. A group email is sent to all staff briefly describing the act, and the recipient is rewarded with a candy bar, labeled with the slogan “Honk! Honk! You did something worth honking about!” Since inception, at least 20 team members have been recognized each month for their extraordinary service.

The NWTNWB Vice President and Directors identify and foster the next generation of leaders through mentoring, training and stretch assignments, so they are ready to take the helm when the time comes. Supervisors assess the everyday performance, motivation and ambition level - willingness to take on more responsibility - through daily interactions and regular individual meetings. Formal evaluations of performance of a staff member are performed annually to discuss how employees are managing their job responsibilities, their individual learning plans and their readiness and willingness for additional training or development. These evaluations are taken into consideration when supervisors are looking to fill vacant positions. An example Career Path is shown for NWTNWB staff.



## VI. Operations Focus

*a. How do you design your work system? Describe how integrated co-enrollments and the process for determining the appropriateness and seamless approach will be achieved. How will necessary case management and reporting tasks be maintained and improved? a. How do you manage and improve your key organizational work processes?*

Workforce System Operators designated as a Partner Consortium by the CEOs of LWIA 12 shall provide oversight for the operation of the Comprehensive Career Center and support to Affiliate sites. These functions may include, but not be limited to designating Site Leads to oversee the seamless service delivery design of the American Job Centers in LWIA 12 to include a Welcome Function, Skills/Career Development Function and a Business Services Team. The Comprehensive Centers in Dyersburg and Huntingdon will strive to increase efficiency and maximize customer service opportunities by creating a functionally aligned and seamless Workforce System as outlined in Workforce Services Policy #7 regarding Service Integration. In order for the American Job Center delivery system to succeed, services must be integrated and delivered according to customer need, not specifically program focus.

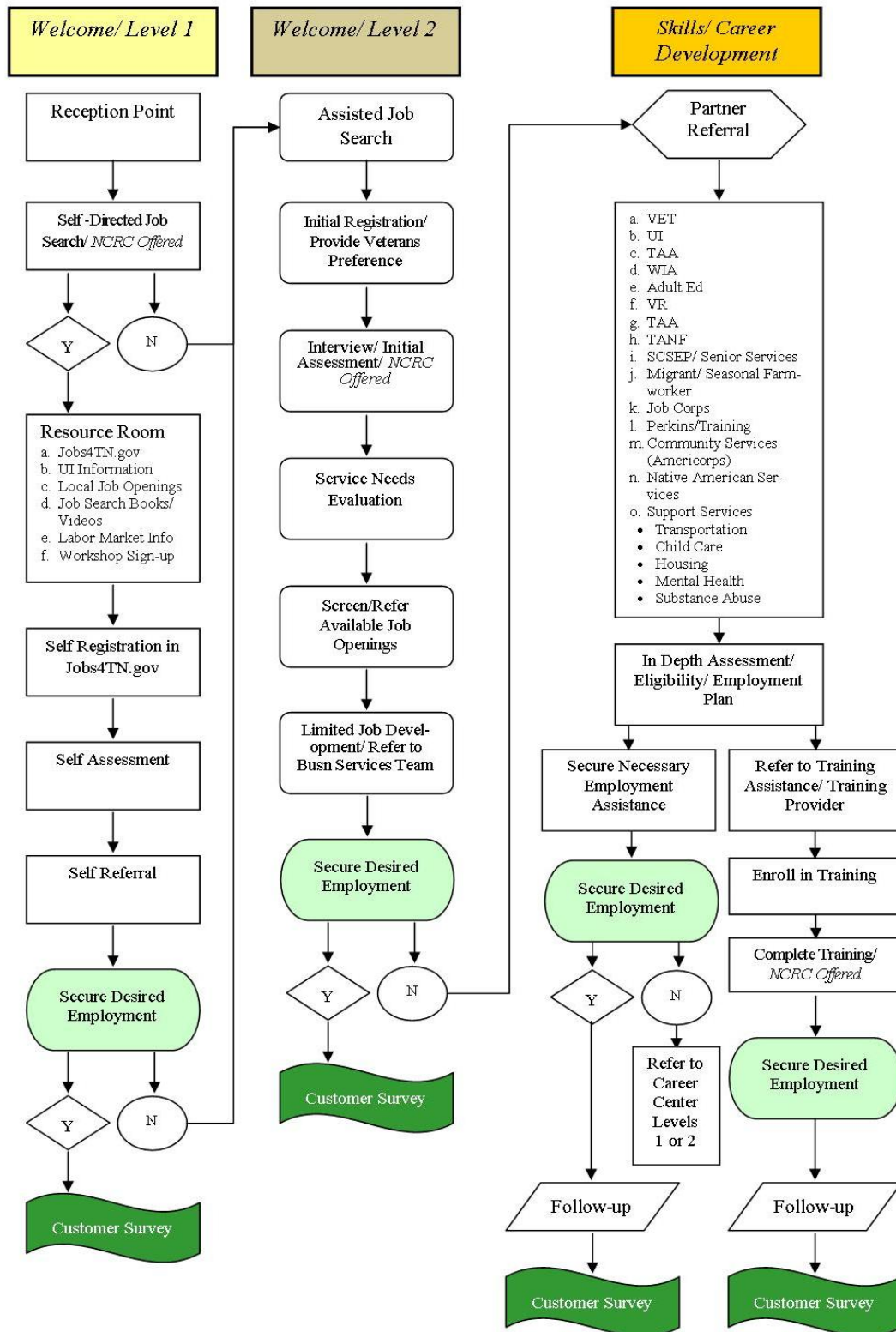
This will be facilitated by the creation of a American Job Center chartering process and policy by the TDLWD. The chartering policy will be adopted by the State Workforce Development Board to be the foundation for aligning all workforce system policies and procedures, including necessary case management and reporting tasks. Until this chartering policy is created, LWIA 12 has entered into Memorandums of Understanding (MOU) with the Workforce System Operators and Career Center Partners to carry out the Service Integration Policy. The MOU establishes a cooperative and mutually beneficial relationship among the parties, ensures that all customers are referred to unique services and provides for a referral process between agencies.

In order to facilitate co-enrollments, Workforce System Partners use a shared database system created by TDLWD. The eCMATS system provides a more consistent framework for maintaining and reporting data collected between the partners and allows for limited linking of data between Workforce System partners. This centralized database provides common ground for storage of documentation; promotes fiscal integrity and reliable performance reporting; reduces duplication of services; and provides a central location for all information for co-enrollments. As an example, with the Goodyear National Emergency Grant, we co-enrolled 594 dislocated workers in TAA and WIA services, with TAA providing training and supportive services and WIA providing wrap-around services.

Specific work processes, policies and procedures for each employee classification are set in some degree by the agencies responsible for accomplishing each function. However, employees are asked to provide input into how systems and processes can be improved, and this information is discussed with the appropriate supervisors. The WIA Director of Career Development Services is responsible for ensuring frontline case management staff – Career Advisors – are provided with the tools necessary to accomplish the level of customer service desired. The WIA Directors for Youth and Business Services are also charged with this same responsibility for their direct reports, as are other administrative leaders. Adjustments to procedures and processes are discussed with all relevant employees, and appropriate changes are made. All WIA policies, procedures and processes are housed on a system-wide intranet accessible by any employee. Changes are logged and documented for reference at least quarterly.

The LWIA 12 customer service model includes the Welcome Function, Skills/Career Development, and the Business Services Team. This seamless service delivery system is populated by staff from each of the Workforce System Operators and Partner Consortium for optimal customer service and to help reduce replication of services, thus decreasing operating costs. A seamless approach to Key work processes add customer value and provide a competitive edge. From a customer point of view, the key functions in the American Job Centers should be transparent and not assigned to “WIA” or “Labor” – labels the customer may be very unfamiliar with. The basic services offered are depicted in the Customer Service Flow Model below.

## LWIA 12 Tennessee Career Centers/American Job Center Customer Flowchart



***Describe the Welcome Function within your comprehensive career center. How will the welcome function be staffed? Describe the agreed upon real-time single customer flow.***

Per Workforce Services Policy #7 regarding Service Integration, the Welcome function will become a key process for all American Job Centers. In LWIA 12, the Welcome function will be staffed by employees of the Workforce System Operators or their designees. Designees could include out of school youth work experience participants, post-secondary interns, SCSEP participants, volunteers or paid temporary employees as deemed necessary and agreed upon by the Site Leads. Each Comprehensive Center will utilize a single customer flow model based on customer needs. The percent of time that each on-site partner will provide coverage of the Welcome Function will be based on their percentage of full-time equivalent staff (FTE) in the specific career center. The welcome function includes the entry point, resource room, self-directed activities, and staff-assisted services without significant staff involvement.

**(1) Welcome Function.**

**Entry Point:** The Center staff serving in the welcome function will strive to greet all customers and create a positive first impression.

**Service Needs and Evaluation:** Every new customer will receive an evaluation of service needs and will be offered an initial assessment through the welcoming process. The service needs evaluation will assist the customer in determining the next appropriate set of services. Services associated with the welcome function may include the following: registration, orientation to services, re-employment program questions, provision of labor market information, access to resource room, identification of basic skill deficiencies, self-directed job referral and placement, referral to generic workshops, and referral to other community services. Job seekers shall be encouraged to register in the Wagner Peyser system but will not be required to at this stage of service access.

**Initial Assessment:** Will include a review of the service needs and determination of referral to partners. All partners serving in the Welcome Function will be cross-trained to assist in better serving the Career Center customers.

**Referral to Appropriate Services:** Based on the Needs Evaluation and Initial Assessment, customers will be referred to the appropriate self-services, to a expert staff member co-located in the Center or to an outside Partner trained to assist in specific areas of expertise. Referring customers to subject matter experts such as Veterans Representations or Senior Employment Agencies will establish consistency and accuracy of service and thus ensure higher outcomes in reemployment and employment for program participants. Services provided will be logged and tracked to determine necessary staffing level adjustments.

***Describe the Skills/Career Development Function, including how this function will be carried out in a manner that respects funding source requirements for the activities and provides a seamless system for job seekers. For instance, how will staff deploy assessments of skills transferability and job matches to ensure suitable training and referrals.***

**(2) Skills/Career Development Function.** The Center staff serving in the Skills/Career Development function will do skills analysis, facilitate assessments and testing, identify support needs, provide career guidance and coaching, arrange for soft skills training, and refer job seekers to program specific occupational training. It will include staff-assisted core services in resource areas and basic needs evaluations. Job seekers will be required to be registered in the Wagner Peyser system and may or may not be enrolled in Workforce Investment Act services at

this time depending on the funding source paying for the activities. Per the February 2014 State Integrated Plan Modification, assessment of participants is an activity that can be adjusted to meet the requirements of several different programs such as, RESA, Veterans and WIA. The resources saved by having a common intake can be substantial. The goal of all service programs is to help each individual to become self-sufficient and employed; so by creating a functional and aligned environment at the American Job Centers, TDLWD expects greater outcomes for participants and savings for the workforce system. In keeping with this goal, each partner of the American Job Center system shall enter into a Memorandum of Understanding agreeing to referral methods for potential participants and the sharing of assessment, case management and follow-up information for co-enrolled participants.

An array of assessments are available in each Comprehensive and Affiliate Career Center where evaluation areas may include a participant's needs, strengths, support systems, education, job skills, interests and career goals. Information may be gathered informally, via interviews or observations, or formally via assessment tools such as aptitude tests, computer assisted programs and interest inventories.

**Formal Assessments** may include, but are not limited to:

Aptitude and Ability Tests: These instruments attempt to measure a person's overall ability, including general intelligence, achievement, aptitude, and reading ability. Examples include the National Career Readiness Certificate Test (NCRC) administered by the NWTNWB or Perkins partner, the Test for Adult Basic Education (TABE) given by Adult Education Partners and ACT tests given at the secondary school level.

Interest Inventories: Standardized interest inventories help individuals identify their preference for particular activities. Suggestions are then made regarding the occupations or occupational clusters that most closely match one's interests. Examples include the O\*NET Interest Profiler, Career Ready 101 Interest Profiler and mynextmove.org.

Career Development Assessments: These instruments attempt to assess where a person may be in the career decision making/development process, predisposition towards career change, stylistic approach, and other factors that affect the career development process. Examples include O\*NET's Work Importance Locator and the careerinfonet.org Employability Checkup.

Personality or Management Style Inventories: These instruments assess the emotional, social, and motivational aspects of an individual. Examples include the iSeek Skills Assessment, the Keirsey Temperament Sorter II and O\*NET's Ability Profiler.

**Informal Assessments** may include, but are not limited to:

Interviewing: Information may be gathered about client needs and interests by conducting a personal interview. Personal interviews, which involve face-to-face interaction between the consultant and client, can provide in-depth information not easily obtained through other methods. Since personal interviews usually do not follow a predetermined set of questions, different information is often gathered with each interview, thus allowing for variations in the type of information collected from one client to another.

Observation: Information may also be gathered by observation, including what is the customer's demonstrated attitude toward work; is the client able to operate independently; is the client motivated and committed; does he/she follow through with assignments, are they punctual for appointments, etc.?

Education/Experience/Transferable Skills: Information about past conditions and experiences should be examined to evaluate successes and failures and to identify



possible patterns. Information from education and work experience records can provide valuable input about employee career needs and educational plans. Transferable skills are determined by comparing current skills against the requirements of other occupational clusters.

Values Assessment: The process of value clarification is frequently used as a component of career exploration. It assists individuals in identifying priorities, and it encompasses any activity that promotes self-examination.

Through the evaluations, interviews and assessments with customers, American Job Center staff will be better able to guide to appropriate job openings in the Jobs4TN database, On-the-Job Training contracts and work experience opportunities.

*Describe the Business Services Function which may include but are not limited to: business outreach and development; standard and customized recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic business and workforce trends; on-the-job training contracting and work experience; and referral to community services. How will this be coordinated with other programs such as RESA and Vets, while respecting funding source requirements. (Refer to Policy #7 Service Integration.)*

**(3) Business Services Function.** Services associated with the Business Services function may include but are not limited to the following: business outreach and development; standard and customized recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trends; on-the-job training contracting, work experience; and referral to community services. For purposes of clarifying roles and responsibilities, there is a difference between business development and job development. Job development is the process of working with a specific individual, then targeting employers to hire that individual. Business development is the process of focusing on business needs and expectations and then finding suitable and appropriate workers.

Funding source focused job development for agencies such as RESA, Veterans, SCSEP and VR will remain with the individual partner agencies. Each Partner funding source will continue to conduct job development within its own organizational structure and within the framework of funding source requirements. Individuals engaged in job development for targeted populations will be a part of the local business service team. This cross-functional strategy will ensure that targeted populations and the staff that work with them are engaged in conversation and planning to increase job opportunities for their respective populations.

The Center staff involved in the Business Services function of business development will be responsible for building positive relationships with employers, identifying opportunities to address the human resource needs of employers, and designing services and products to assist employers in meeting their needs. This function acts as a bridge between business and job candidates by coordinating with all American Job Center staff and Partners to actively recruit and refer qualified job candidates based on the needs of business. By aligning the TDLWD's Business Services staff and LWIA 12 Business Services Coordinators with the Department of Economic and Community Development (ECD), Tennessee has prioritized responsiveness and integrity of information for Tennessee businesses. Included also are Chambers of Commerce,

Industrial Boards and nonprofit organizations ensuring consistent messaging. This advances the Governor's goals and objectives for moving Tennessee forward in high-demand jobs.

NWTNWB Business Services Coordinators will focus efforts on business development by marketing American Job Center services to employers, including relaying job order information to TDLWD partners and referring On-the-Job Training orders to the Jobs4TN TREAT unit on a regular basis. NWTNWB Business Services Coordinators will work with the Economic and Community Development team to ensure targeted industries align with the Governor's Sector Strategies. Shared information and data agreements may be utilized to support access to information and information sharing between the partners as allowed by authorizing laws and regulations. All marketing material used in the Tennessee Career Centers include the federal brand of American Job Center Network and has been incorporated into all flyers, brochures and outreach materials in accordance with the requirements of Workforce Services Division Policy #7 Service Integration. A comprehensive brochure entitled "Business Solutions" was developed and is distributed to employers by all partners to facilitate a uniform message of business services.

## **VII. Results**

***(8) A description of the process used by the Local Board to provide opportunity for public comment, including comment by representatives of business and labor organizations, and input into the development of the local plan, prior to the submission of the plan.***

Each year the LWIA 12 Strategic Plan is published for a 30-day comment period through publication in 17 local newspapers in the 11 county service area. The Public Notice is also published on the organization website at [www.northwesttncareercenter.org](http://www.northwesttncareercenter.org). Additionally, the Director of Public Information and Planning sends an electronic communication to all NWTNWB members, Youth Council members and Local Elected Officials for review and comments. All comments and suggestions are discussed by senior leaders and integrated into the Strategic Plan as appropriate.

***(4) A description of the local levels of performance negotiated with the Governor and the chief elected official(s) to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the local One-Stop delivery system,***  
***a. What are your product performance and process effectiveness results? Describe the measures of success, common measures, and other metrics defined by the LWIB and the State Workforce Development Board and outlined in the LWIA's balanced scorecard/performance management dashboard.***

The NWTNWB's success is measured by Performance Standards developed by the US Department of Labor. These standards are then negotiated with each of the states, including Tennessee. TDLWD then negotiates with the thirteen Local Workforce Investment Areas across the State. Through the WIA legislation, the NWTNWB was responsible for Core Standards, which included 17 measures broken out by funding stream. For example, NWTNWB receives grant funds for Adults, Dislocated Worker, and Youth. Thus, the Core Measures includes performance measures for these populations. In 2007, Common Measures or Common Performance Standards were adopted with Local Areas being held responsible for both sets of measures, Core and Common. From the 2008 program year forward, NWTNWB has been held to the Common Performance Standards for performance purposes, with the State reporting Core

measures to the U.S. Department of Labor. The Common Performance Standards for PY12 are stated in Figure 7a below. Standards are pending approval of renegotiated figures.

**Figure 7a: Common Performance Standards**

<b>(Common) Performance Standard</b>	<b>Tennessee Department of Labor &amp; Workforce Development</b>	<b>Local Workforce Investment Area 12</b>
<b>Adult</b>		
Entered Employment	81.0%	90.1%
Employment Retention	88.6%	86.5%
Average Earnings	\$15,711	\$13,261.25
<b>Dislocated Worker</b>		
Entered Employment	88.0%	95.8%
Employment Retention	92.2%	90.1%
Average Earnings	\$15,000	\$13,278.57
<b>Youth</b>		
Placement	75.5%	93.9%
Attainment	75.0%	95.9%

LWIA 12 has historically achieved performance at a level to be awarded incentive grants, including the most recent award for PY11.

On a local level, the NWTNWB holds youth subcontractors to the same Core Measures. Since the beginning of the Peer Tutor Work Experience Program, subcontractors have reported that over 97% of the Peer Tutors have attained a secondary school credential, with 90% going on to post-secondary training or employment. Eligible Training Providers are accountable to established performance standards in accordance with Workforce Services Policy #5. Employers who participate in the On-the-Job Training program are reviewed to assure there is not a pattern of failure. TDLWD provides a Risk Analysis that identifies financial and operational components. The NWTNWB staff, under direction of TBR, also prepare an internal Risk Analysis.

Evidence-based results provide a blueprint for reviewing outcomes related to required federal common measures and those specifically established to support the Governor's vision for the Tennessee workforce system. In addition to the required common measures, Tennessee's State Workforce Development Board will establish a balanced scorecard/performance management dashboard to measure key indicators of success. The measures to be established will reveal levels of success related to sector strategies, functional alignment, and seamless service.

Required common performance measures are primarily focused on job seeker customers. However, as Tennessee is focused on business services and supporting the creation and growth of businesses, TDLWD will establish a Tennessee Balanced Scorecard/Performance Management Dashboard that promotes key performance indicators to support the Governor's vision and the sector strategy partnerships. The Tennessee Balanced Scorecard is a performance measurement tool that will measure the right things instead of just measuring things right. It will focus on business measures not required by USDOL. It is extremely important that the measures selected are supported by data collection systems that can report on the progress with minimal staff time. When specific measures are identified, LWIA 12 will collect the data for six months

to create a baseline on which to improve. The “goal” for each measure will be set and progress updates done at least quarterly.

***b. What are your customer-focused performance results? What are the Client Customer Service & Employer Satisfaction Results for your LWIA?***

The NWTNWB follows performance standards for customer satisfaction broken down by customer group - participants/job seekers and employers. The University of Memphis provides the customer satisfaction rating through an unbiased, objective survey to participants and employers who rate their satisfaction level. The levels reported by the University of Memphis are representative of overall satisfaction.

In February 2014, the Tennessee Workforce Investment Act Employer & Exiter Surveys were provided to the LWIAs. Most data was compiled by phone by the Parks Bureau of Business and Economic Research/ Center for Manpower Studies at The University of Memphis. The survey period ran from July 2013 – December 2013. Pertinent customer service comparisons are provided below, with LWIA 12 results highlighted in **green**. Results for LWIA 12 that are either the top ranking or #2 in the State are indicated by **bold** highlighting.

**Table 7.b-1: Customer Exiter Survey Results by LWIA**

LWIA	Was career center staff committed to helping you find a job? (Most of the time)	Did career center staff understand your problems & needs? (Most of the time)	Did you wait a long time to receive services? (Hardly ever)	Did the services you received meet your needs? (Most of the time)	Do you feel better about your employment future because of the services you received? (Most of the time)
1	86%	94%	89%	95%	83%
2	78%	94%	93%	91%	85%
3	81%	91%	91%	93%	79%
4	86%	96%	92%	92%	86%
5	83%	93%	89%	86%	75%
6	76%	95%	91%	90%	87%
7	85%	97%	90%	90%	81%
8	81%	95%	98%	93%	85%
9	79%	87%	88%	80%	71%
10	81%	91%	92%	87%	80%
11	90%	96%	81%	90%	84%
12	84%	95%	<b>95%</b>	<b>94%</b>	80%
13	78%	85%	76%	84%	74%
Overall	82%	92%	89%	88%	79%

**Table 7.b-2: Employer Survey Results – Primary service provider**

Question: Which program did you receive career center services from?		
Wagner-Peyser	71	85.5%
Workforce Investment	8	9.6%
Vocational Rehabilitation	1	1.3%
Not sure	3	3.6%
Other	0	0%
	83	100%

**Table 7.b-3: Employer Survey Results by LWIA – LWIA 12 is highlighted in green.**

TDLWD Employer Survey Results July 2013 – December 2013					
LWIA	Number of Responses	Very Satisfied/ Satisfied with services?	Very Satisfied/ Satisfied with staff efforts to meet employment needs?	Very Satisfied/ Satisfied with staff treatment?	Yes I would recommend to other employers
1	55	93%	85%	91%	96%
2	99	92%	88%	92%	96%
3	48	90%	81%	85%	96%
4	92	88%	86%	90%	92%
5	61	90%	75%	88%	93%
6	42	88%	95%	88%	98%
7	17	94%	82%	82%	94%
8	76	97%	79%	84%	91%
9	172	81%	72%	81%	91%
10	51	92%	92%	92%	98%
11	86	93%	94%	93%	98%
12	80	89%	88%	95%	95%
13	89	76%	78%	80%	91%
Overall	968	87%	83%	87%	94%

The NWTNWB also employs a local customer satisfaction survey for Career Center customers. The local surveys are more specific to the services rendered and whether the customer received the services he/she was seeking from the American Job Centers.

**Figure 7b-3: Customer Satisfaction**

Item	Result Positive
Career Center staff was considerate of customer's time	93%
Career Center staff was knowledgeable about customer's needs	94%
Career Center staff was helpful	94%
Overall satisfaction with Customer Service	91%
Overall satisfaction with Career Center Resources	91%

***c. What are your workforce-focused performance results? Provide results of any internal workforce survey.***

NWTNWB uses formal and informal methods to analyze workforce capability, capacity and engagement. Capacity and capability of NWTNWB frontline staff are monitored regularly to ensure equal distribution and manageable caseloads. Discoverer reports are used to generate a caseload tracking report from eCMATS. Each Career Advisor maintains a unique location code which allows for easy tracking. The report shows how many participants are enrolled under each Career Advisor and in what category Adult, Dislocated Worker, or Youth. From these eCMATS reports, NWTNWB administrative leaders project and plan for customer needs and will shift staff responsibilities to assist their coworkers in times of influx. Summary reports are shared with the NWTNWB at quarterly meetings. For example, the Vice President for Workforce Development will receive notice of a plant closure well in advance of the public notice. At that time, the Vice President will begin plans to shift staff resources to the area of greatest need. Larger workloads resulting from more employers requiring the National Career Readiness Certificate as a condition of hire may also be addressed with the movement of staff. Staff members are happy to assist their coworkers in the time of need as they know the assistance will be reciprocated when necessary.

The Human Resources Department completes an exit interview when an employee chooses to leave the organization. The interview is used to note any indicators as to why employees are dissatisfied or unhappy with the current state of the NWTNWB or the work environment. Any outliers are noted and corrected to enhance the work environment and increase employee retention.

A final factor in regards to workplace satisfaction is providing a safe and healthy work environment. The NWTNWB has put in place a number of safety and security measures which include building inspection, security system, security cameras, practice drills, carbon monoxide detectors, and weather alarm/radio. DSCC also offers a counseling service provider for employees to call for assistance with personal or work related issues.

***d. What are your senior leadership and governance results? If your senior leadership has specified metrics to gauge leadership and governance, include results here.***

Vice President and Director level positions are evaluated on an annual basis including their performance level on Leadership traits. Leadership characteristics evaluated includes these areas: (1) Promotes team environment and empowers staff; (2) Directs, coaches, mentors and delegates appropriately to insure the timely completion of work; (3) Role model that inspires others to excel; and (4) Encourages and supports professional development of staff. Each Director strives to maintain a “Meets Expectations” or “Exceeds Expectations” level in this area. Additionally, administrative leaders are praised publicly by the NWTNWB members during Board meetings for their professionalism, utmost integrity in fiscal and programmatic areas, creativity and customer-focused excellence. The NWTNWB has also received several external endorsements from partners and community organizations. For example, in August 2013, the NWTNWB was awarded “Business of the Month” by the Twin Cities Chamber of Commerce and the Obion County Joint Economic & Community Development Council awarded the 2013 Business Partner of the Year.

Central values of community-mindedness are practiced by all, with two (2) of the administrative leaders being selected for the WestStar Leadership program, a twenty-one county leadership development program designed to educate key leaders on the economic challenges and opportunities in West Tennessee. In governance and fiscal matters, the NWTNWB is reviewed annually by the TDLWD Performance Accountability Review (PAR) team, bi-annually by the State Comptroller's office and randomly by Federal Department of Labor auditors. In the thirty years that DSCC has been the Administrative Entity/Fiscal Agent for workforce development funds, the NWTNWB has had no significant findings in fiscal/governance matters.

***e. What are your financial and marketplace performance results?***

The NWTNWB focuses on fiscal responsibility of expenditures. In the most recent program year, 2012-2013, the NWTNWB maintained consistent expenditures of available funding as shown in Table 7e. Note that grant allocations cover multiple years.

**Figure 7e: Percent Expended Chart as of July 1, 2012 – June 30, 2013**

FISCAL CATEGORY	AVAILABLE FUNDS	CURRENT YEAR EXPENDITURES	% EXPENDED	AVAILABLE BALANCE
ADMINISTRATION	\$738,106.09	\$511,832.61	69%	\$226,273.48
ADULT FORMULA	\$1,202,983.13	\$1,016,609.33	85%	\$186,373.80
DISLOCATED WORKER FORMULA	\$1,936,925.71	\$1,412,751.96	73%	\$524,173.75
DISLOCATED WORKER RAPID RESPONSE	\$1,078,183.92	\$731,009.92	69%	\$347,174.00
NATIONAL EMERGENCY GRANT (NEG) FOR GOODYEAR	\$1,823,875.15	\$1,311,474.48	72%	\$521,400.67
TN WORKS ACT (OJT)	\$188,000.00	\$92,552.73	49%	\$95,447.27
YOUTH FORMULA	\$1,774,065.32	\$730,115.16	41%	\$1,043,950.16
INCUMBENT WORKER TRAINING	\$160,900.00	\$105,830.87	67%	\$52,080.00
INCENTIVE	\$85,416.00	\$0.00	0%	\$85,416.00
GREEN ELECTRONICS (TTC MCKENZIE)	\$16,240.28	\$16,240.28	100%	\$0.00
NEG (OJT)	\$30,816.52	\$30,816.52	100%	\$0.00
TOTAL ALL GRANTS	\$9,044,512.12	\$5,959,233.86	66%	\$3,082,289.13

***What are the cost benefit analysis reports you have participated in as a measure of savings and reducing duplication of workforce services? What were the results?***

In 2013, the NWTNWB administrative staff explored options to ease the burden on frontline staff working with customers to provide transportation assistance in the form of a travel stipend. A calculation was used to determine the amount of the stipend that was based on mileage to and from a customer's home to the training location. Payments were made twice a term. This



process was time consuming and inefficient and could potentially result in a customer using the funds for expenditures other than travel assistance. In order to control expenditures and ease the burden on frontline staff, the NWTNWB approved the usage of gas cards for travel assistance. These cards can be used at a number of filling stations and provide more flexibility for the customer. Additionally, the gas card system resulted in a drastic reduction of invoices being processed by the DSCC Business Office – from 1,076 invoices down to 5. The actual monetary savings for NWTNWB was calculated based on the total authorizations versus the amount purchased in gas against these authorizations. From August – December 2013, there were authorizations entered into eCMATS in the amount of \$137,755, with actual expenditures totaling \$115,185, a savings of \$22,570. Below is a summary of a few other notable items:

- Issued 501 cards
- 5 invoices paid to the gas card vendor vs. 1,076 checks paid to participants
- Postage saved by DSCC of \$400-\$500
- Substantially reduced DSCC staff time due to processing only 5 payments vs. 1,076

In another example of cost savings, the NWTNWB saved approximately \$29,000 annually after the closure of six Career Centers in LWIA 12. These buildings were State-owned/leased and were closed when TDLWD implemented a reduction in force plan. The savings were realized by working with community partners - the Obion County Industrial Board and TN Technology Center in Newbern provided free space in Union City; the Henry County Central Community Service Agency is only requiring utility payments in the new space in Paris; and the Weakley County Government reduced the rent on an existing location. Additionally, the TANF partner in Covington, Workforce Essentials from LWIA 8, allowed NWTNWB staff to relocate to their existing space, which was “move-in” ready. To further illustrate the power of partners, Workforce Essentials’ Work First Program will be a partner in all nine (9) affiliate sites, saving each of LWIA thousands of dollars. A breakdown of savings in the six (6) sites that moved is shown.

#### **Analysis of LWIA American Job Center Savings – 7/1/2013 – 6/30/2013**

<b>Career Center</b>	<b>TDLWD Occupancy Cost for 1/2013</b>	<b>Annualized NWTNWB Occupancy Cost 6/30/2014</b>	<b>Estimated Savings 6/30/2014</b>
Humboldt	\$ 15,973.00	\$ 8,856.00	\$ 7,117.00
Paris	\$ 8,246.00	\$ 3,010.00	\$ 5,236.00
Ripley	\$ 9,409.00	\$ 11,790.00	\$ (2,381.00)
Union City	\$ 14,871.00	\$ 4,138.50	\$ 10,732.50
Covington	\$ 16,144.00	\$ 8,889.00	\$ 7,255.00
Dresden	\$ 15,575.00	\$ 14,548.50	\$ 1,026.50
<b>Totals</b>	<b>\$ 80,218.00</b>	<b>\$ 51,232.00</b>	<b>\$ 28,986.00</b>

In conclusion, the NWTNWB is committed to the Governor’s Vision of making Tennessee #1 in the Southeast for high quality jobs. To further enhance training and employment efforts described in this Plan document, the NWTNWB will pursue the latest US DOLETA grant solicitation – H1B Ready to Work Partnerships. This grant program is designed to provide long-term unemployed workers with individualized counseling, training and supportive and



specialized services leading to rapid employment in occupations and industries for which employers use H-1B visas to hire foreign workers. As an eligible applicant, the NWTNWB has well-established partnerships with training providers, such as community colleges, technology centers and universities; community-based and faith-based organizations; business and business-related groups, trade associations, and organizations functioning as workforce intermediaries; and individual businesses and consortia of businesses. The NWTNWB is confident that at least three employers or a regional industry association will agree to be actively engaged in the project. To ensure success in the application process and implementation of the Ready to Work grant, the Business Services Team will continue to develop strong ties with partners that reflect the character and resources of LWIA 12's regional economy and will work to engage a broad cross-section of partners to design a program to provide long-term unemployed workers with services. Furthermore, the NWTNWB has experience in managing several similar grant programs focused on getting people ready to work:

- The Lauderdale County Recovery Project, which focused on creating employment opportunities in an area with one of the highest unemployment rates in the country.
- The Federal Disaster Grant, which allowed the NWTNWB to employ workers to assist local municipalities with environmental and public clean-up in the aftermath of devastating floods and tornadoes.
- The 2009 Summer Works program, an American Recovery and Reinvestment Act initiative that employed 700 at-risk youth in public and private businesses, enhancing the employability of young people in LWIA 12.
- The National Emergency Grant for Goodyear, a \$3.4 million project that assisted approximately 1,900 dislocated workers and their families with education, training and employment opportunities. Partner agencies included Trade Adjustment Assistance, TDLWD, Veterans, post-secondary institutions, and community-based organizations.